

International airports

Similar to our airports in the Netherlands, Schiphol Group's international participations and affiliates are essential to connecting their respective regions with the rest of the world. In 2025, all airports continued to implement extensive CAPEX programmes to become better and more high-quality airports.

Our diversified international portfolio positively contributed to the Schiphol Group and delivered value to all our airports. The further growth and diversification of the Schiphol Group remains an important strategic focus area for the coming years, as articulated in our new strategic plan 2025–2035.

Schiphol Group's airports continue to exchange knowledge and expertise to create synergies. Highlights from 2025 include the second RSG Directors Days and the third Schiphol Academy training week with a selected group of experts from the Schiphol Group airports. The year also saw continued development of the secondment and knowledge network programme.

The table below shows the relationship between the airports of Schiphol Group.

Participations of Schiphol Group 2025

Airport	Passenger numbers 2025	Change compared to 2024	Our role
Brisbane Airport, Australia	24.9 million	+5.3%	Shareholding of 20.13%
JFK Terminal 4, New York, USA	27 million	-2.4%	Lease
Hobart International Airport, Australia	2.9 million	+5%	Shareholding of 35%
Queen Beatrix International Airport, Aruba	3.4 million	+3.7%	Strategic partnership

Brisbane Airport



Brisbane Airport (BNE) celebrated 100 years of aviation in 2025, honouring a century of connection while looking firmly towards the future. Alongside this, BNE achieved record passenger numbers, with 24.9 million people passing through the terminals. This included a 3.2% growth in domestic travellers and a 10.7% growth in international travellers. BNE also surpassed 1 billion Australian dollars in revenue for the first time in its history.

The airport added connections in 2025, expanding to 35 international destinations and 62 domestic, all while providing exceptional customer service. This commitment to service was recognised when BNE was awarded the 2025 Skytrax World Airport Award for Best Airport Staff in Australia and the Pacific. BNE also became the first major Australian airport to achieve net-zero Scope 1 and 2 emissions.

Infrastructure developments

The Future BNE investment programme continues to shape the airport precinct, with more than 5 billion Australian dollars (3 billion euros at the December 31 exchange rate) in projects planned for the next five years. In 2025, BNE began the construction of the Aeromedical Precinct, a nation-leading facility that will dramatically improve the health services provided to regional and remote communities of Queensland. At the same time, BNE concluded construction on the largest industrial project in its history—a 33,800 square metre state-of-the-art facility for Australia Post. Additionally, in collaboration with the airline Qantas, the airport successfully launched the Digital Arrival Card, streamlining arrivals and enhancing the passenger experience.

Looking forward

In the coming year, Brisbane Airport will invest 875 million Australian dollars (526 million euros) in capital expenditure across the precinct to meet commercial and retail demand, all while serving over 25 million passengers forecast to use the terminals. Furthermore, the 2026 Master Plan, outlining the 20-year vision of the airport, will be finalised, and preparations for the Brisbane 2032 Olympic and Paralympic Games will pick up speed.

Read more at www.bne.com.au

JFK Terminal 4, John F. Kennedy Airport, New York



JFK International Air Terminal LLC (JFKIAT) is a U.S.-based affiliate of RSG, which has operated Terminal 4 at John F. Kennedy International Airport since 1997. In 2025, Terminal 4 welcomed 27 million passengers.

Infrastructure developments

JFKIAT advanced the Terminal 4 upgrade while enhancing the passenger experience, innovation and employee engagement across one of North America's busiest international terminals.

One of the year's key milestones was the launch of Enhanced Passenger Processing (EPP) for U.S. citizens, which reduced wait times by 27% and decreased USC processing time by 77%. Additionally, JFKIAT piloted a real-time mobility cart tracking service, enabling travellers to view cart locations and expected arrival times on digital displays throughout the terminal to improve transparency and provide better support for passengers with long walking distances.

The commercial redevelopment programme is well underway, marking an important step in JFKIAT's plan to renew and expand Terminal 4's retail and dining experience. Over 15 new food and retail locations opened across the concourses and the central retail hall, introducing a broader mix of international and local brands. The opening of the Capital One Lounge further enhanced the terminal's premium

hospitality offer. Additional openings are planned for 2026 as the phased redevelopment continues. In parallel, JFKIAT achieved LEED Platinum recertification, reaffirming its position as the first pre-existing airline terminal in the U.S. to reach this highest level of sustainability.

Community and collaboration

Beyond infrastructure and commercial investments, JFKIAT continued to strengthen its terminal community with the launch of the Terminal 4 North Star programme. Defined in 2024 and implemented throughout 2025, the programme serves as a guiding framework for how JFKIAT and the wider terminal community deliver exceptional experiences every day. It articulates a shared vision and set of behaviours that reflect what it means to 'make the T4 difference'. This vision came to life during the 10th annual Employee Appreciation Day, where over 4,200 members of the Terminal 4 community gathered to celebrate teamwork and dedication. As the year concluded, the programme remained a unifying touchpoint, reinforcing JFKIAT's commitment to collaboration, pride and continuous improvement across the terminal community.

JFKIAT continued its close collaboration with RSG through focussed knowledge exchange and applied expertise. Schiphol subject matter experts contributed to JFKIAT's redevelopment of the passenger security checkpoint by advising on screening lane design and checkpoint configuration. Additionally, preparation advanced for the rollout of Schiphol Aviation Solutions' Trevor passenger information kiosks at Terminal 4, planned for 2026.

JFKIAT's employees advanced their professional development and capability building across the network through participation in the Schiphol Academy. At the same time, long-term secondments from Schiphol continued to play an active role in driving innovation, commercial redevelopment and strategic planning. Furthermore, information sharing on topics such as safety, security, sustainability, lounges, technology and innovation continued throughout the year, supported by regular in-person visits between Amsterdam, Aruba, Sint Maarten and New York.

Read more at www.jfkt4.nyc

Hobart International Airport



Hobart Airport is the largest airport on the island of Tasmania and the ninth-largest in Australia, handling 2.9 million passengers in 2025.

As the major gateway to an island state, the airport is a key economic driver for Tasmania. Hobart Airport is investing in its future with a once-in-a-generation transformation of its infrastructure across the airfield, terminal and ground transport precincts.

The airport completed its airfield upgrade to accommodate widebody aircraft, including the Boeing 787 and Airbus A350. This enhancement will enable non-stop flights to major Asian hubs such as Singapore and Hong Kong, positioning Hobart as a gateway for world travellers. The project was completed safely, on time and within budget. It involved an investment of 130 million Australian dollars (78 million euros at the 31 December exchange rate) and a grant of 60 million Australian dollars (36 million euros) from the Australian government.

Infrastructure developments

The airport began the first stages of its terminal expansion, including a new security screening facility, a retail store featuring travel essentials, and new car rental desks. Upon the project's completion in 2027, the terminal's capacity will increase from 1.5 million to 4.5 million passengers per year, a

level expected to be reached by 2035. The expanded terminal will feature additional retail, food and beverage options, including a range of local Tasmanian products, to enhance the experience for travellers.

Looking forward

The airport is expected to see strong passenger growth in 2026. In addition, the next stages of the terminal expansion will be carried out, and the new car rental precinct will be progressively occupied. Construction will also commence on the first of a series of property development opportunities, including a distribution centre.

Aruba Airport (Queen Beatrix International Airport)



Schiphol Group and Aruba Airport, managed and operated by Aruba Airport Authority N.V. (AAA), have a strategic Cooperation Agreement encompassing executive leadership appointments, consultancy services, operational support and the exchange of intellectual property. Over the past two decades, this partnership has significantly contributed to the growth and stability of Aruba Airport, positioning it as a financially sound and strategically important gateway for Aruba's thriving tourism sector.

Infrastructure developments

In 2025, the airport recorded strong passenger growth with 3.4 million passengers and flights to 31 destinations, securing its place as one of the leading airports in the Caribbean.

The airport also progressed with the Gateway 2030 redevelopment and expansion project, which was initiated in 2019, and celebrated the opening of Phase 1A: a new U.S. check-in facility. With passenger traffic expected to surge and new hotel developments underway, there is an urgent need to accelerate the remaining construction schedule of the Gateway 2030 project to align with Aruba's growth trajectory.

Aruba Airport also advanced its sustainability initiatives in 2025. The Gateway 2030 Phase 1A project achieved the esteemed LEED Gold certification in June, making it the first airport terminal in the Caribbean and the first new building in Aruba to receive this distinction.

In late 2025, Schiphol Group and Aruba Airport Authority renewed their Strategic Cooperation Agreement. In August 2025, Schiphol Group appointed a temporary CEO and selected a permanent candidate, who assumed the role in January 2026.

Looking forward

The enduring partnership between Schiphol Group and Aruba Airport Authority has proven to be a cornerstone of Aruba's aviation success. The renewed commitment from both parties underscores the strategic importance of this collaboration. With a clear roadmap for 2026, including leadership stabilisation, infrastructure acceleration and regulatory compliance, the airport is well positioned to support Aruba's continued economic growth. Schiphol Group remains dedicated to delivering world-class expertise and fostering sustainable development in alignment with national priorities.

Read more at www.airportaruba.com

Other international activities

Since 2019, Schiphol has supported St. Maarten Princess Juliana International Airport in the restoration and transition of the airport in the aftermath of Hurricane Irma. After the re-opening of the terminal by her Royal Highness Princess Beatrix in November 2024, our support for this project was completed in 2025.

Furthermore, RSG has a strategic partnership with Incheon International Airport in Seoul focussed on knowledge exchange in areas such as innovation, capital investment programmes and operational excellence. Schiphol also holds real estate interests at Milan Malpensa Airport in Italy and Hong Kong International Airport.